

WORKSHOP: RECRUITING AND SUSTAINING A GREAT BOARD

October 26, 2011 1:00-4:00pm
Renton City Hall, Room 726

A workshop for agencies serving Renton.



SKCHS

SOUTH KING COUNCIL OF HUMAN SERVICES



Sponsored by the South King Council of Human Services
and the City of Renton.

Presented by Nathan Phillips, SKCHS Director



AGENDA

- ◎ Types of Boards
- ◎ Recruiting the Right People
- ◎ Keeping Board Members Engaged

WHY BOARDS?





DUTIES OF ALL BOARDS

Fiduciary Duty

- ⊙ Acting *bona fide* (in good faith)
- ⊙ Proper Purpose
- ⊙ Unfettered Discretion
- ⊙ Avoid Conflicts of Interest and Duty
- ⊙ Misuse of Nonprofit Property or Information



DUTIES OF ALL BOARDS

- ② Guide the Organization with Strategic Leadership
- ② Fundraising & Financial Oversight
- ② Hire & Evaluate the Executive Director
- ② Board Diversity and Recruitment
- ② Legal Considerations & Compliance
- ② Bylaws and Governance
- ② Self-Assessment



TYPES OF BOARDS

- ③ Working / Programmatic Board
- ③ Governing / Policy Board
- ③ Fundraising Board
- ③ Technical / Constituency Board
- ③ Power Board



WHAT TYPE IS RIGHT?

The best Board type for your organization depends on:

- ⦿ The size and budget of your organization
- ⦿ Your organization's growth stage
- ⦿ The direction your organization is headed in
- ⦿ Specific needs and challenges your organization is facing



GETTING THE BOARD YOU WANT

- ◎ Look at the Board you have; how far of a leap is it to the Board you want? Transition is difficult.
- ◎ Tie it to the mission!
- ◎ Keep transparent (as much as possible)
- ◎ Find 1-2 transitional Board Members to lead
- ◎ Offer to bring serving Board Members along
- ◎ Match your staffing to the effort



A TWIST ON BOARD DUTIES

BOARD DUTY: Governance	BOARD DUTY: Support
Formal	Informal
Members act as a body	Members act individually
Members are in charge and lead the work	Members act with help and direction from staff
Members represent community interests to the organizations	Members represent organization interests to the community



RECRUITING BOARD MEMBERS

A large red rectangular sign with rounded corners and a white border. The words "HELP" and "WANTED" are written in large, white, bold, sans-serif capital letters, stacked vertically. The sign is centered on the slide.

**HELP
WANTED**



BEGIN WITH A BOARD MEMBER JOB DESCRIPTION

Should Include:

- ◎ Specific duties (in general and by board position)
- ◎ Requirements necessary to fill those positions
- ◎ Fundraising and donation expectations
- ◎ Time commitment and term



WHERE TO FIND BOARD MEMBERS?

- ◎ It takes time
- ◎ It is like fundraising, build the relationship
- ◎ You will get turned down, but that can be a good thing.
- ◎ Start with who you know, but be mindful of diversity on your Board
- ◎ Consider a skeptic or two

NOMINATING COMMITTEES

Nominating committees can be useful in identifying leads, building a Board Member pipeline, and keeping Board positions full.

- ◉ Include 1-2 current Board Members
- ◉ A low-effort assignment
- ◉ Easy ask for dignitaries
- ◉ Engages former members





DOING THE ASK

- ◎ Prepare for rejection. Remember, it can be a good thing!
- ◎ You will need:
 - ◎ Job Description
 - ◎ Mission, vision, bylaws
 - ◎ Strategic Plan & Annual Report
 - ◎ Financials, Fundraising Plan, Major Donors
 - ◎ Staff Roster or Organizational Chart



SUSTAINING YOUR BOARD

- ② Find out why each Board Member is serving
- ② Board Orientation
- ② Assign a “mentor”
- ② Training opportunities for the Board
- ② Make meeting content meaningful, not rote
- ② Provide meaningful opportunities to participate outside of Board Meetings



SUSTAINING YOUR BOARD

- ◎ Try to diminish fundraising anxiety
- ◎ Build a culture of inquiry
- ◎ Make sure Executive Director vs. Board roles are clearly articulated to avoid conflict
- ◎ Board self-assessments should be robust and staffed (in-house or consultant).
- ◎ Do teaming work at retreats and workshops

SOME KEY RESOURCES

- ◎ United Way trainings that will be available this fall: <http://www.uwkc.org/partner-with-us/nonprofits/trainings/>
- ◎ Boardsource, Managementhelp.com, Blue Avacado, etc.
- ◎ [RANU](#) (Renton Area Nonprofits Unite)
- ◎ Nathan Phillips, Director
South King Council of Human Services
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CONSIDER OUTSIDE HELP

- ◎ Find a list of all the capacity builders in the state at: <http://evans.washington.edu/research/centers/nancy-bell-evans/nonprofit-and-philanthropy-resources/support-and-training>
- ◎ A searchable directory of consultants and professional services: <http://501commons.org/directory#>. It is still being populated, but the listings have all been vetted.
- ◎ Consider a skilled volunteer, through a matching service like United Way or 501 Commons.
- ◎ ONE-ON-ONE TECHNICAL ASSISTANCE FROM SKCHS